THE Maple Leaf / LA Feuille d'érable

April 2014, Volume 17, Number 4 | Keeping the Defence Team informed | Français au verso

WELCOME HOME!

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National Defence / Défense nationale

Canada

THE CDS AND CF CHIEF WARRANT OFFICER WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull**. Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

Q **Hello Sir,**

I am writing in regards to the current issue with shortages of combat boots in the supply system. With the LOTB [Land Operations Temperate Boot] project seemingly set to deliver combat boots in 2015 and the current unavailability of regular sized boots, has there been any consideration given to reimbursing members for tactical or duty footwear they purchase to make up for the shortage as an interim solution? Or perhaps consideration of accelerating the delivery of the new boot system?

I am aware of this issue affecting many fellow serving members who simply have to continue to wear their worn out footwear and wait month after month for a replacement from supply or bite the bullet and go buy footwear themselves. In this line of work, footwear is as essential to success as the body armour, load bearing equipment and weapons we carry. Any information on this subject would be greatly appreciated.

Thank you
Cpl Wright

A Cpl Wright,

Thank you for taking the time to pose your question. The LOTB project continues to move ahead, although it has had a few delays that have unfortunately put the project almost a year behind schedule. The main reason for the delay was that the footwear failed to meet required specifications during a trial that took place in 2012. These specifications have now been met, and a contract has been awarded.

We anticipate stock will begin arriving at Canadian Armed Forces supply depots in early fall, 2014. A distribution plan is being developed to ensure delivery occurs as quickly as possible once the footwear is in the supply system.

At this time, there is no intention to reimburse members if they purchase their own footwear in the interim. To respond to shortages, the supply system has developed the following solutions:

Solution 1 - The Mark III Combat Boot;

Solution 2 - The General Purpose Boot (the newer style to the Mk III); and

Solution 3 - The Arid Region Combat Boot.

Everything is being done to support our number one priority, the troops. We appreciate your understanding, and once again thank you for your question.

CWO Kevin West

PROJECT IMPROVES MEDICAL CAPABILITIES FOR CAF OPERATIONS

The Role 3 Health Services Support project (Role 3 HSS), which delivered enhanced, fully deployable and affordable medical capabilities for the Canadian Armed Forces (CAF), came to a successful completion on March 31.

The project, launched in June 1999, has delivered improvements to the way the CAF equips and deploys medical capabilities. The project successfully delivered new medical equipment, ambulances, shelters, expandable containers (to accommodate deployed hospital patients, staff and equipment) vehicle lift capability, and integrated logistics support. Other new equipment such as water distribution systems, environmental control units, power generating systems, and communications equipment were added, as well as accommodation infrastructure for equipment and personnel while in garrison.

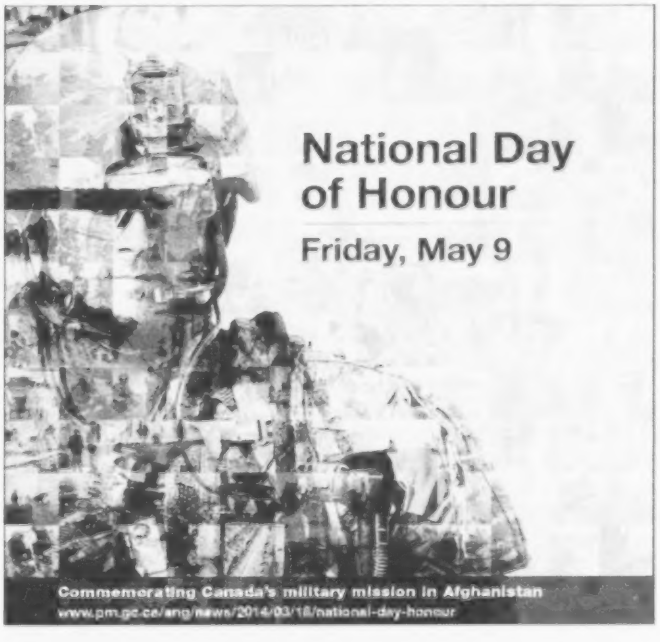
The project has seen success supporting international missions over a number of years including Operations ARCHER and ATHENA in Afghanistan, as well as Op HESTIA in Haiti.

In Afghanistan, Role 3 HSS was put to the test when Canadian Forces Health Services was tasked with the command of the NATO Role 3 Multinational Medical Unit at Kandahar Airfield from February 2006 to October 2009. Under Canadian command, the unit had the highest survival rate ever recorded for victims of war.

This experience was pivotal in the successful deployment of a field hospital as part of the earthquake relief effort in Haiti in 2010. The training protocols and standard operating procedures developed in Afghanistan and Haiti, are being applied to disaster preparedness in Canadian civilian hospitals.

The success of the Role 3 HSS project was the result of both the dedication and tremendous effort of the project team at Director Combat Support Equipment Management (DCSEM 2) in DGLEPM, and the unwavering support of the Surgeon General's office and the Canadian Forces Health Services. ◆

The Role 3 Health Services Support project will come to a successful completion on March 31.



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COVER:

Canada's last troops returning from Afghanistan disembark a CC-177 Globemaster at the Ottawa International Airport.

Photo: MCpl Shilo Adamson

IM GROUP MOVES FORWARD THROUGH CHANGE

ADM(IM) Group directly supports operations.

With more than 3,000 members and employees — which is large for an Level 1 group — Assistant Deputy Minister (Information Management) Group [ADM (IM)], has a 50/50 ratio of military and civilian personnel. So what keeps this group busy? Other than delivering service support, help desk, desktops and support services, many people do not know that ADM(IM) is also responsible for such things as protecting the CAF from cyber attacks and monitoring our space capabilities. "This is referred to as 'parachute packing'," said ADM(IM) Len Bastien with a chuckle. "Because until something goes wrong, people really don't notice what we are doing."

DND/CAF investments in information technology and the management of information holdings are some of the largest of all the federal departments. "We oversee the IT portfolio of more than $4.5 billion worth of capital projects, with everything from space and security to intelligence," said Mr. Bastien.

The IM Group also provides a means for the right people to share the right information at the right time and right place in a secure manner.

RESPONSIBILITIES

One IM Group responsibility that is unique to government is its IT role in major capital projects for things such as satellites and command and control platforms. In February 2013, Sapphire, Canada's first dedicated operational military satellite, was successfully launched. Sapphire was a large undertaking and a significant milestone for the IM Group and the Department.

"To be part of this US-led program of space surveillance was huge," said Mr. Bastien. "Not a lot of departments can say they build and launch a satellite."

SERVICE SUPPORT

The IM Group also delivers service support to more than 21,000 users in the NCR alone, which is more users than most government departments have in their entire organizations. There is also the national support enterprise system for submitting leave, tracking HR pay and benefits and many more invaluable services.

DEFENCE RENEWAL

Defence Renewal has provided an opportunity for the Department to bring forward their innovative ideas to help generate savings or reinvestment opportunities. "We are heavily involved in the Defence Renewal initiatives. The IM Group is responsible for three DR initiatives, yet we are directly supporting at least 16 initiatives," he said. "We're in a great position of being very relevant and valuable to the institution."

The IM Group has embodied this spirit of innovation through the development of the award-winning Defence Learning Network, an online training environment for the Defence Team. "The Defence Renewal savings and reinvestment opportunities we are involved in are not so much just for ADM (IM), it's really to help the Defence Team as a whole," said Mr. Bastien. "We want to see our men and women in the Canadian Armed Forces leave here with the best possible training and equipment and the best possible chance to succeed."

Mr. Bastien says the future looks very promising for the IM Group, and he looks forward to working on the organization's Defence Renewal initiatives. "As IM evolves the role and mandate of Chief Information Officer, this will not only benefit Defence Renewal, but also enhance IM's capabilities in cyber security and the decision making capability for DRMIS, for example."

WHAT USERS HAD TO SAY

Results of the Blueprint 2020 survey have IT users asking why the Department isn't more socially progressive. Why is it so restrictive? Mr. Bastien says these are valid questions the IM Group takes seriously, especially in the DND risk-sensitive environment.

"Defence security is of utmost importance, with very low tolerance for taking risks. I have to ensure we are taking and managing the right amount of risk. There is a balance, and striking that balance has been a challenge for the Group in the past, depending on what is going on in the world, that level of security and discipline is very important to get right."

MANAGEMENT TOOLS

Materiel acquisition and support information system (MASIS) was the main program supporting the procurement tool used by the Department until the Defence Resource Management Information System (DRMIS) was developed, which is an enterprise management tool combining finance, supply chain, materiel and real property under the one program. This tool is currently used by approximately 20,000 people to support CAF operations. DND/CAF is a world leader in this area.

"We [ADM(IM)] have incorporated finance, real property and project management and other aspects to make this program even more valuable," said Mr. Bastien. "And all within the MASIS scope and budget, so we didn't extend ourselves or break the bank. DRMIS has become a unique and powerful tool."

THE FINAL PIECE

The final piece in the IM portfolio is Shared Services Canada, which was a department created by the government to streamline how it manages the information technology infrastructure for 43 government departments – DND being one of their largest. Some of the IT work has been shifted to SSC allowing IM to place more emphasis on other priorities. "We are committed to SSC and act as their brokers for everyone's needs," said Mr. Bastien.

ADM(IM) has seen significant changes in the past, such as transferring staff to SSC. "Our ability to keep up with change and not let the Group fall into a zone of what I call 'change fatigue', where the Group is so busy making adjustments and changes that they don't get on with the stable and normal performances of everyday," said Mr. Bastien. "We're very conscious that we're coming out of a time of deliberate change, both government and departmental."

Mr. Bastien said that IM Group personnel have been very professional and incredibly patient and loyal during a very challenging time with restrained environments and constrained staffing and transfers to SSC. "And I believe we have come out of that period better for it, and I'm happy and proud to be part of it." ◆

"We oversee the IT portfolio of more than $4.5 billion worth of capital projects, with everything from space and security to intelligence."

—Len Bastien, ADM(IM)

The High Arctic Data Communication System provides strategic data and voice connectivity between CFS Leitrim and Eureka over satellite. This system works year-round and is maintained by DND/CAF technicians/engineers.

END OF MILITARY OPERATIONS IN AFGHANISTAN

The final Roto of Canadian Armed Forces (CAF) members who deployed to Afghanistan, landed at Ottawa International Airport March 18, as the military operations for Canada in Afghanistan came to an end.

"As our members return on this, our final flight home from our operations in Afghanistan, we will join all Canadians reflecting on the past 12 years," said General Tom Lawson, Chief of the Defence Staff. "We will think of the thousands of our members who deployed on this mission, and of those who made the ultimate sacrifice and did not come home. We will remember them."

Afghanistan was Canada's largest military deployment since the Second World War, as well as its longest deployment ever. Since Canada's first involvement in Afghanistan in 2001 more than 40,000 Canadian soldiers, sailors, airmen, and airwomen have deployed to the country, with approximately 25 per cent of them having served more than one tour.

"We will note with pride the difference that we helped to make for the people of Afghanistan, and the hope that we helped them to gain. For our members on this final flight, on behalf of your colleagues and brothers and sisters in arms, well done and welcome home," said Gen Lawson.

Since the end of combat operations in Afghanistan in 2011, Canada has contributed to the NATO Training Mission - Afghanistan (NTM-A). Alongside its NATO allies, Canada assisted in the training, mentoring and development of the Afghan National Security Forces (ANSF), increasing and sustaining the capacity of the ANSF to provide safety and security for their country.

"I wish to express my gratitude to the men and women of the Canadian Armed Forces returning home today as well as to their families for their unwavering support," said Defence Minister Rob Nicholson. ◆

Capt Anne Pham enjoys a "welcome home" cookie during the ceremony welcoming home Canada's last troops returning from Afghanistan.

PHOTOS: MCpl Shilo Adamson

Cpl Gino Price plays around with baby daughter Brynlee as his wife Brittany looks affectionately on, at the Ottawa International Airport.

HMCS *Regina* helps during port visit

The busy seaport of Manila was the third port of call for HMCS *Regina* during her Operation ARTEMIS deployment providing a welcome five-day break for the ship's company from operations at sea. In between some well-deserved rest and relaxation ashore, a number of HMCS *Regina's* sailors participated in community outreach activities that were designed to improve the lives of some of the city's poorest citizens.

Manila is the capital city of the Philippines and it is one of the most densely populated cities in the world, where approximately 16.3 million people inhabit an area of only 39 square kilometres. Although there has been a significant improvement in the overall quality of life of its citizens over the last few decades, extreme poverty can still be seen throughout the city, especially in the city's slums and shantytowns like Helping Land.

PHOTO: Cpl Michael Baetsen

LS Lee Thibault shows local children how to use the ship's helm as part of a tour of HMCS *Regina* in Manila harbour, Philippines.

VISIT TO HELPING LAND

Helping Land is located on the outskirts of Manila and is home to hundreds of people who survive and earn a living by recycling and repurposing garbage from the city's landfills. On day two of the port visit, HMCS *Regina's* sailors accompanied the wife of the Canadian Ambassador to the Philippines, Irene Reeder, and Project Pearl outreach workers on a guided tour of Helping Land and visited local children at the community school. Following the tour, the children were taken back to HMCS *Regina* where they toured the ship and provided with a hot meal.

"It was obvious from all their smiling faces that they had a wonderful experience and if the kids had half as much fun as we did then the day was a huge success," said Chief Petty Officer, 1st Class Janet Graham-Smith, HMCS *Regina* Coxswain. "This day would not have happened without the outstanding efforts of the ships company who put their hearts and souls into this initiative."

DONATIONS TO CHARITY

The ship's charitable outreach activities didn't end there as *Regina's* Padre, Captain Moley Mangana, spearheaded an effort to encourage the entire ship's company to donate their unspent Philippine Pesos to charity at the end of the port visit. The turn out was much greater than he expected as 9,100 Pesos, worth approximately $225 CDN, were generously donated to this very worthy cause. Most of the money was distributed directly to homeless persons, such as street children and their families and donated to a local medical centre which provides homeless people medical assistance and flu shots. ◆

Training to Defend

Exercise ADRENERGIC

Applying first aid techniques in a mass casualty situation was only part of the training 51 Field Ambulance of Montréal received during Exercise ADRENERGIQUE RESIDENCE on February 22 and 23 at Champlain College Saint-Lambert, on the South Shore of Montréal.

Other objectives of the exercise were to challenge personnel with a scenario aimed at moving injured people from a collapsed building. Also performing triage in a unit medical station and in a hospital emergency room, stabilizing the casualties and monitoring them.

Participants spent the first day, February 22nd, preparing and training, followed the. The next day by completing final three phases of the exercise. Parts of this exercise was performed repeatedly twice so that all the teams, consisting of military members and civilians from the health sector, could take turns. As a result, everyone had the opportunity to participate in the various intervention phases.

"It was a challenging exercise. I was pleased to see college and university students, civilians and military members, and Anglophones and Francophones all working together", said Ms. Weidner, nursing professor at Champlain College Saint-Lambert.

The memorandum of understanding between the CF Health Service Group and Champlain College Saint-Lambert assisted the 130 participants in the exercise included 18 emergency medicine residents from the Université de Montréal, 14 medical assessors, 20 nursing students and their professors from Champlain College Saint-Lambert, officers, technicians and medical assistants from the 51 Field Ambulance and 20 people from various units of the 34 Canadian Brigade Group, gain valuable knowledge. ◆

PHOTO: Cpl Lévesque

MCpl Bilgi-Bérard, Pte Brochu-Blais and 2Lt D'Amour, 51 Field Ambulance, taking care of a patient during Ex ADRENERGIC RESIDENCE

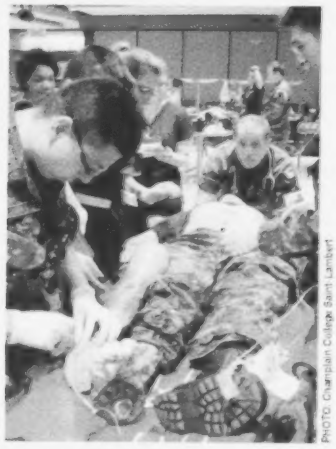


PHOTO: Champlain College Saint-Lambert

Pte Farfan and Cpl Leclerc, of the 51 Field Ambulance, treat a patient.

AIR EXPEDITIONARY WING PREPARES TO TAKE-OFF TO HIGH READINESS

More than a 100 members of the Royal Canadian Air Force (RCAF) from Winnipeg, Trenton, Cold Lake, and Bagotville, and Edmonton an exercise.

Exercise UNIFIED RESOLVE 14 held at CFB Petawawa, from February 11 to 25 was a computer-assisted exercise to help the RACF become familiar with this type of operating environment.

"This exercise includes participants from both the Canadian Army and the RCAF," said Lieutenant-Colonel Jay N' lles, Air Expeditionary Wing (AEW) 1401 Commander. "As a deployable capability, we exercise command and control along with processes and procedures that enable RCAF air operations to be conducted in a deployed environment. We're training to a level that will allow us to effectively operate even in austere conditions, that despite minimal assistance and limited resources we are capable of meeting the requirements for RCAF operations."

The RCAF component of the exercise comprises the Air Task Force (ATF) and the AEW.

PHOTO: Mcpl Faye Murphy

LCol Jay Nelles leads the AEW's tabletop discussion during Ex UNIFIED RESOLVE 14.

"The ATF serves as an operational level headquarters that provides command oversight to the AEW, which operates in the tactical level. The ATF is also responsible for the integration of RCAF deployed assets into a joint and coalition environment," said LCol Denis O'Reilly, ATF 1401 Commander.

In Ex UNIFIED RESOLVE, the ATF provided direction and guidance to the AEW, enabling the AEW to achieve their training objectives.

"As a new concept in the RCAF, the ATF has a secondary objective to consolidate the headquarters staff, who are working together for the first time. This includes the production of our procedures and the development of lessons learned that can inform further development of the ATF concept," said LCol O'Reilly.

According to Major John Coffin, the officer commanding the Operational Support Element for the AEW, "one of the main objectives of the AEW and the ATF is to have members come together and train using already established standing operating procedures and further develop them for future use."

Captain Philip Galbraith, Mission Support Element Logistics Officer for the AEW, said that the exercise gave him the opportunity to "learn about how to effectively work within a command post and how the different elements of the AEW come together as a team in solving challenging and complex situations."

Through Ex UNIFIED RESOLVE, the ATF and the AEW take a step forward in its preparation to take-off to high readiness, so that if the government wishes to send RCAF capabilities abroad, the AEW will always be ready and capable to support an essential operations anywhere in the world. ◆

Warming Up in Norway

More than 350 Canadian Army soldiers from 5 Canadian Mechanized Brigade Group (5 CMBG) took part in Exercise COLD RESPONSE (EX CR14) in Harstad, Norway, from March 10 to 22.

This Norwegian-led international military exercise included approximately 16,000 troops from 16 nations.

EX CR 14offered an extremely challenging cold-weather environment and a scenario that exercised the important capability of operating in cold-weather conditions. This exercise helped improve the Canadian Army's ability to effectively fight and survive in an Arctic environment.

Sponsored by NATO, EX CR14 is a multi-national, joint exercise featuring land, air and sea elements. It provides an arena for participating forces to enhance war-fighting skills and to exercise all aspects of operations at the tactical level.

PHOTO: Mcpl Dan Pop

Cpl Jonathan Michel, 3R22eR, A Coy, maintains a security perimeter near Sjovegan, Norway.

Training to Defend

ARCTIC RESPONSE GROUP PARTICIPATES IN GUERRIER NORDIQUE 14

The 2nd Canadian Division's Arctic Response Company Group (ARCG) tested its capability to conduct operations in the Canadian Arctic during Exercise GUERRIER NORDIQUE in Nunavut from February 24 to March 12.

During the exercise, the ARCG used the forward operating base in Iqaluit to prepare the soldiers for the harsh Arctic conditions. After a day of preparations, the soldiers tested the company's concepts for mobility in the event of search and rescue operations in biting -50°C weather (wind chill included). The first few hours proved difficult for the soldiers, who had to put all the basic principles for Arctic operations into practice. The soldiers got some practical advice from the Canadian Rangers of 1 Canadian Ranger Patrol Group about coping with the inhospitable Arctic environment.

After making encampments in numerous locations in the 1,500 km² operational zone, the platoons were assigned a variety of tasks to test their operational capabilities. The exercise ended on March 7, when a bush plane landed on the ice runway constructed by the soldiers and the Rangers next to the company's bivouac. A reconnaissance team was then sent out to reconnoitre the village of Kimmirut, almost 90 km southeast of Iqaluit. It was an unforgettable experience for the seven men on the team, who spent a day with the local population, familiarizing themselves with Inuit culture.

Ex GUERRIER NORDIQUE 14 also gave the 35 Canadian Brigade Group G6 team the opportunity to test a new device: a mobile wind and solar power station that can be towed behind a snowmobile or an AEV. The tests were highly conclusive, and there are even thoughts of incorporating the station into the company command post in the future, eliminating the need for portable gas generators. In addition, the soldiers tested Ground Antenna Transmit Receive (GATR) antenna systems. The Signal Operations team demonstrated that satellite use is desirable in the North, with the antennas ensuring flexible and effective satellite communications at a hitherto unprecedented level, another first for CAF. ◆

Members of the Chaudière Regiment place a flag, near Frobisher Bay, in Iqaluit, Nunavut.

PHOTO: Cpl Valérie Villeneuve

Braving intense cold weather, members of the Arctic Response Company Group prepare to move during Ex GUERRIER NORDIQUE.

PERFECTING THE PARTNERSHIP BETWEEN OPERATIONS AND INTELLIGENCE

A successful Joint Targeting Table Top Exercise (TTX) was conducted at the Canadian Forces Warfare Centre (CFWC) at Shirley's Bay, Ottawa, March 19-21 gathering more than 130 participants from over 30 organizations involved in Canadian Armed Forces (CAF) targeting.

Participants began the TTX by providing an overview of the roles their unit has with respect to Joint Targeting roles and responsibilities. They also discussed the targeting tasks they conduct within a Contingency Plan JUPITER construct – the operational force employment framework designed to generate, employ and/or support forces to ensure mission success abroad. With so many different organizations represented at CFWC, there were many opportunities to promote a better understanding of the CAF targeting process.

Discussions across the three-day event focussed on a holistic approach to the Joint Targeting process that spanned strategic, operational and tactical level targeting. The TTX provided an excellent venue for participants to educate and refine the communities' collective understanding of tactics, techniques and procedures. Participants finished the TTX with agreement on the tasks ahead, and a spirit of teamwork and cohesion across the joint community.

The event also included demonstrations of new and existing technologies integrated in the CFWC Joint Battle Labs for that will support the Joint Targeting process across all organizations. ◆

LCol David McKeever (left), CFWC Joint Experimentation and Training Team Branch Head, led the out briefing given to exercise participants covering lessons learned from the TTX.

PHOTO: MCpl Shilo Adamson

ADM(IE) Successfully Launches NEW PLAN

ADM Infrastructure and Environment (IE) recently celebrated the achievement of Initial Operating Capability (IOC) for centralized Real Property management, meaning the final goal will have one decision maker for all information and decisions on DND infrastructures or Real Property (RP).

Why is this new Real Property management so important for the Defence Team? In order to understand the importance of this new capability, we must first understand what Real Property is all about.

WHAT IS REAL PROPERTY?

"When we talk about Real Property, we are referring to all of our Departmental buildings and property, including training areas. We include horizontal infrastructure, such as the electrical and sewer lines," said Colonel Darlene Quinn, commander designate, RP Operations Group. "As well as vertical infrastructure, which refers to our buildings."

It was determined last year that Defence had to adopt an approach to managing its real property more cohesively, affordably and sustainably. So as of April 1, ADM(IE) launched the first step of a two-step initiative to centralize Real Property management to help the Department be more efficient and effective with their infrastructure in supporting CAF operations and Departmental priorities. The final step is that, by 2016, ADM(IE) will be responsible for all the custodial and portfolio management aspects across all DND real property.

FIRST STEP

In this first interim step, the previous nine custodians [managers] have been reduced to four, as the Royal Canadian Navy, the Canadian Army and Royal Canadian Air Force will continue as custodians for their infrastructure with the exception of that in the north. ADM(IE) will manage the remaining sites, including small LI properties, as well as all those in the north.

"The centralization of RP service delivery for the CAF infrastructure portfolio provides us with opportunities and exciting new ways of doing business," said Chief Warrant Officer Gilles Caouette, RP Operations Formation CWO. "Having a global view on how business is conducted is enabling us to come up with a new model that will provide a consistent level of services and apply the same priorities to all."

In the early '90s, a single operating budget was established for local commanders, which gave them the ability to balance operational requirements with their support issues. This enabled them to use funding from an exercise, for example, to maintain the training area if that was a higher priority. Though this was a good idea at the time, it produced a different set of problems years later.

"There were some really great things that came from that devolved approach," said Col Quinn. "There was a real sense of ownership that developed for the operational commanders over their real property, and they had the ability to be the overall masters of their domains, in other words they could control all the aspects that affected their operational missions."

MOVING FORWARD

But as the Department moved forward 20 years, a need was identified to be more efficient, using a more centralized way to manage real property. "We had nine custodians, and nine different ways of doing things," she said. "Individually, the commanders had gotten about as efficient as they could be, so to unlock further efficiencies, there needed to be a more holistic way to manage our real property."

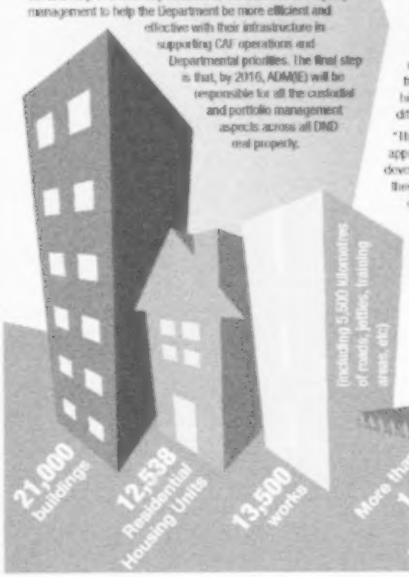
So, in January 2013, a co-signed directive from the Chief of the Defence Staff and the Deputy Minister started the renewal of Defence RP management. In addition to this initiative, ADM(IE) is also responsible for related Defence Renewal initiative 4.2, the rationalization of the real property portfolio as it will look to ensure the portfolio is efficient, effective, operationally relevant, affordable and sustainable, while supporting the *Canada First* Defence Strategy.

WHAT WILL CENTRALIZATION MEAN?

Centralization will mean that, the responsibility for the daily decisions regarding infrastructure maintenance for the more than 8,500 buildings in the DND portfolio (excluding the housing portfolio), and how investment is prioritized for things like the 5,500 km of roads and utility lines will, in the end, be managed by one organization.

"The end state will be that he [ADM (IE)] will be the one person that the Department can go to for information on our infrastructure and for decisions on such things as how we are going to manage certain asset classes in the future such as central heating plants or armouries," said Col Quinn.

This centralization will be completed in two phases in order to allow ADM(IE) the opportunity to ensure that the new governance processes, and the new command and control structure are functioning as intended before moving to the final phase. "ADM(IE) cannot take on the management of all real property at once. We need to change a little at a time," said Col Quinn. "So, if we need to adjust, there is time to adjust. It's important to understand that centralization is not the end, but is actually a means to an end. The end is again that holistic management of the portfolio, with a consistent set of standards and practices, and centralization will help move us towards those."


21,000 buildings
12,538 Residential Housing Units
13,500 works
(including 5,500 kilometres of roads, jetties, training areas, etc)

DND manages the largest real property holding
(by floor area and by number of buildings)
of the federal government

Realty replacement cost of

= $24 BILLION

March ANNOUNCEMENTS

As we move into spring, the temperatures and fading snow are not the only things being renewed within the Defence Team.

March 7

DND completes largest environmental remediation project

The clean-up work of the 21 sites under the purview of DND, for the Distant Early Warning (DEW) Line has been completed.

The project, which represents a $575 million investment, is the largest environmental remediation project, both in scale and investment, ever undertaken by the Government of Canada. A 25-year monitoring program of the sites is now underway.

March 11

New Ombudsman for DND/CAF

Defence Minister Rob Nicholson, named Gary Walbourne as the new Ombudsman for DND/CAF. Mr. Walbourne succeeds Pierre Daigle, who provided direction for the office during his five-year tenure as Ombudsman.

Op CARIBBE 2014 in Full Swing

HMC Ships *Kingston* and *Glace Bay* joined HMC Ships *Nanaimo* and *Whitehorse* and a CP-140 Aurora aircraft detachment on Operation CARIBBE, Canada's contribution to the multinational campaign against illicit trafficking in the Americas and Caribbean.

PHOTO: MCpl Patrick Blanchard

March 12

CAF completes military mission in Afghanistan

A flag lowering ceremony marking the end of Canada's military mission in Afghanistan was held at ISAF headquarters in Kabul, Afghanistan. After more than 12 years, the longest deployment of CAF personnel since the Second World War has drawn to a close.

March 21

Government announces CAF gets new Boots

The government announced that two contracts totalling $11.7 million have been awarded to Kodiak Group Holdings and LP Rover for two types of new Canadian-made boots for the military members.

March 25

Re-Appointment of Judge Advocate General

Major-General Blaise Cathcart has been re-appointed as the Canadian Forces Judge Advocate General (JAG), a position he has held since October 2012.

End of Operation

MCpl Jordan Taylor, 3 PPCLI, salutes as the Canadian flag is lowered at the International Security Assistance Force (ISAF) headquarters on March 12.

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

PHOTOS: Mpl Ladra Chiasson

LEADING SEAMAN GUILLAUME NOLET

CRAZY CUISINEUR COOKS CAMBODIAN

Celebrity chef Gordon Ramsay's got nothing on Leading Seaman Guillaume Nolet. If anything can be said for the famously short-tempered Scots' culinary personality, it's that he hasn't 'work'd' the galley of the HMCS *Montréal* where LS Nolet is the reigning king of cuisine.

LS Nolet lives and breathes food. His sweet dreams consist of a magnificent menu of mouth-watering meats, risottos and oreganos. Meanwhile, his patrons are 300 ravenous CAF members who make up the ship's company of the French-Canadian named Halifax-class frigate.

Serving up a bill o'fare fuelling the sailors who carry out domestic and international operations around the globe, LS Nolet supports the personnel pillar of the *Canada First* Defence Strategy as a cook with Canada's East Coast Navy.

LS Nolet first recalls his budding culinary passion as a young boy growing up in Trenton, Ontario. Although his father was an RCAF airframe technician, he was a dedicated foodie training as a classical chef at night.

"I remember helping Dad make these awesome meals at home," says the 30-year-old cook. "He gave me the passion for food and I can still smell the spices and dishes he made in our kitchen."

YUKON GALLEY

Graduating from St-Paul's Secondary School, LS Nolet got a jump-start in his profession working as a teenager in the Yukon Galley, the all ranks mess hall at 8 Wing Trenton.

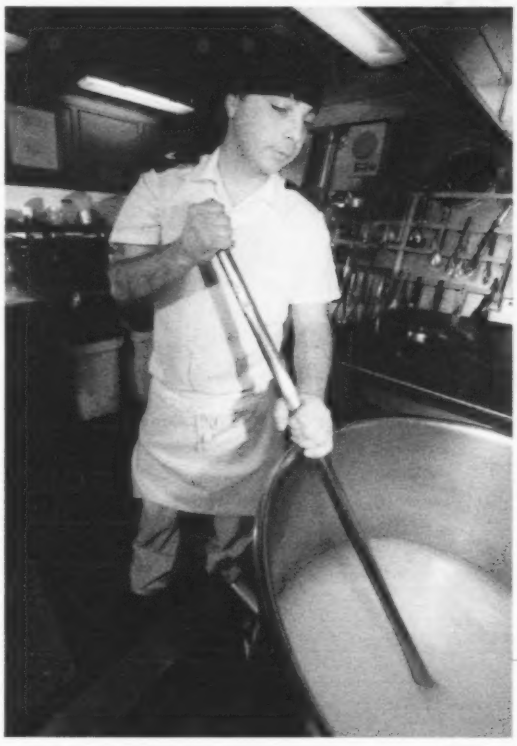
"I started working on the base as a high school student and I couldn't wait to get out of class ... it was in my bones."

Enrolling in the culinary food program at Algonquin College, LS Nolet cut short his studies to work in the restaurant industry in Ottawa.

"It was a great program at Algonquin but I had to stop because I needed money to live," recalls LS Nolet. "That wasn't necessarily a bad thing for me because I started working at a Japanese restaurant."

"Working in the restaurant business was good but the hours can be long and the benefits aren't there."

—LS Guillaume Nolet



LS Guillaume Nolet 'stirs the pot' in the galley aboard HMCS *Montréal*.

"I was lucky they took me on because I was exposed to alternative cooking techniques the average North American isn't."

LS Nolet didn't restrict his working experiences to the Japanese. In the five years he spent working in Ottawa prior to joining the Navy, he worked in Italian and French kitchens absorbing the old world techniques and accumulating as much experience as he could.

ROYAL CANADIAN NAVY

"Working in the restaurant business was good, but the hours can be long and the benefits aren't there," he says. "I never considered joining the Navy until one day I wandered into the recruiting office, filled out the forms and wrote my three job choices: Cook, cook, and cook!"

After basic training, LS Nolet attended the military cooks' school at the Canadian Forces Logistic Training Centre at CFB Borden.

LS Nolet's talent, skills and experience, grabbed the attention of the instructional staff, which had him hand-picked to join him in the kitchen staff at Halifax's Juno Tower, a mixed Officers' and Chiefs and Petty Officers' Mess and accommodation. This was the summer of 2010 when the Royal Canadian Navy celebrated its 100th anniversary and LS Nolet found himself, unexpectedly, serving Queen Elizabeth II.

"I was new to the Navy and didn't expect to be serving The Queen, I mean, who gets to do that in their lives, especially a brand new sailor?"

SAILS THE SEVEN SEAS

Following Juno Tower, postings on the HMC Ships *Charlottetown*, *Fredericton* and finally to HMCS *Montréal* in April 2013, saw LS Nolet serve on the seven seas. "Going to sea has it challenges as a cook, but that's what also makes the job enjoyable," he says. "It's important to make sure that we take care of everyone and you can always tell if you're doing a good job because of the crew's reaction to what you serve them."

Occasionally, LS Nolet adds some creative flare to the ship's menu.

"One thing I've always enjoyed about going into port overseas is getting out and sampling the local produce which is where I get some ideas for our own menu," he says. "The best meal I've ever prepared is a Cambodian Village Soup [which he sampled in a small restaurant in Kingston] and I knew I was taking a chance by serving this. But, they loved it and keep asking for me to serve it over and over."

Asked if LS Nolet still has a passion for cooking off the clock, he responds, "Yes, I love it. There are food items and recipes I can't access on ship and try at home, so it continues to be a job and a passion, so how much better does it get than this?" ◆

STRENGTHENING THE CORE OF THE JAMAICA DEFENCE FORCE

While Jamaica's beautiful beaches and warm sunshine are appealing prospects to Canadians this winter, the Canadian Armed Forces' interest in the island goes a little bit deeper.

Canada and Jamaica have a rich history of co-operation dating back through the 20th century. Canada's interest in Jamaica is multi-fold. The bilateral relationship has produced benefits in the areas of security and defence, trade and investment, development assistance, and tourism.

Jamaica has been a key partner in building Canada's relations with other Caribbean nations by providing a central location for a variety of training programs. Jamaica joined the Military Training and Cooperation Program (MTCP) in 1965. The MTCP currently includes programs such as the Caribbean Military Aviation School and the Caribbean Counter-Terrorism Training Centre among others.

Jamaica has also been a launch pad for humanitarian assistance, disaster relief, and search and rescue (SAR) operations. During Operation JAGUAR in 2011, the CAF worked with the Jamaica Defence Force (JDF) to complement both nations' SAR capabilities during what was anticipated to be a heavy hurricane season. Op JAGUAR resulted in over two dozen successful SAR and medical evacuation missions.

More recently, Canada's support for the JDF has expanded into the realm of technology. A core feature of a strong military is a centralized command that can efficiently disburse information to its members.

In 2009 the Directorate of Military Training and Cooperation (DMTC, the new name of the MTCP) initiated development for the Jamaican Joint Information Operations Center (JIOC). Construction was funded by the DMTC but the JDF Engineer Regiment took the lead in building the structure itself. This provided an ideal training opportunity as the building is one of a kind in Jamaica and presented a new challenge to meet.

Final construction is complete and the hardware and software have been installed; the JIOC is ready to streamline the command and information sharing process for the JDF.

"The JIOC will be the operations centre for the Jamaica Defence Force," says Blair Waddington, program manager at DMTC. "It will have the ability to analyze information not just on military matters but also, for example, on weather-related issues, such as hurricanes. There will be an ability to work in the JIOC with other Jamaican entities, such as the Jamaica Constabulary Force or customs agents, as well as with regional partners such as the CAF."

The JIOC will be operated by JDF members, but Canada will continue to provide support to ensure future success. It will link together the 4,000 member strong JDF which has personnel based at several locations around the perimeter of the island, as well as Moneague, home of the Caribbean Junior Command and Staff Course, in the centre.

The JIOC officially opened on March 18 with a ceremony at Up Park Camp, the main JDF base located in Kingston, Jamaica. Attending the opening ceremony was Lieutenant-General Stuart Beare, Commander Canadian Joint Operations Command, who was also present during Op JAGUAR.

"The Canadian Armed Forces and the Jamaican Defence Force are decades-long defence and security partners. We have enabled each other in operations and response to crises in the Caribbean region, profited from opportunities to train together in tropical environments, and invested together in regional military security force capacity development," said LGen Beare. "The establishment of the Joint Information and Operations Centre is a product of this relationship. It is a key component to serving the needs of Jamaican security forces, supporting regional security operations, enabling regional training and providing a platform to integrate Canada's military contribution to these."

"I am pleased, proud, and grateful that the Canadian Armed Forces and the Canadian Defence Team partners, in support of Major-General Anderson [Jamaican Chief of Defence Staff] and team JDF, have played a meaningful role in bringing this facility and capability online," concluded LGen Beare. ◆

PHOTO: Cpl Renée Brochu

LGen Stuart Beare, Commander Canadian Joint Operations Command, Peter Bunting, Minister of National Security, shake hands after the unveiling of a plaque signifying the partnership between the CAF and the Jamaica and in extension the Jamaica Defence Force.

PHOTO: Cpl Noémie Smaczka

A CAF Search and Rescue CH-146 Griffon helicopter lowers Sgt Stuart Neill, SAR tech, into a decaying fort while conducting a winch training exercise as a part of Op JAGUAR.

Maritime divers become Arctic plumbers

When you have water problems in the Arctic, getting a plumber to make a house call is not easy. That's why members of Fleet Diving Unit (Atlantic), [FDU (A)] were sent to CFS Alert, Nunavut.

Following a request from the RCAF to assist CFS Alert, nine members of FDU (A), comprising both Clearance and Port Inspection Divers, along with one Defence Research and Development Canada (DRDC) staff were tasked on short notice to replace two critical water pumps.

CFS Alert has three pumps, which move water from Dumbell Lake to the water distribution system, which is mainly used for firefighting and domestic consumption. Two of the pumps became unserviceable and not able to be removed from inside the water treatment plant. This left removal from the in-lake portion below the water line as the only repair option. The result of having only one serviceable pump meant that if the last pump became unserviceable, the ability for CFS Alert to respond to a fire would be critically compromised and drinking water would be reduced to a one-week supply of bottled water.

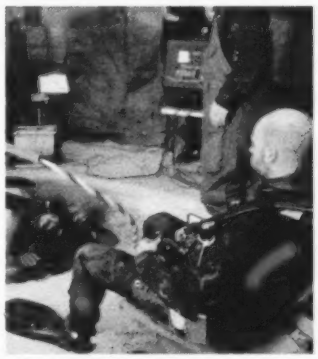
The team departed from Halifax on a CC-130J Hercules J from 2 Air Movements Squadron, 8 Wing Trenton. Austere conditions and 24-hour darkness were some of the major factors that had to be taken into account prior to the team departing, but once in Alert, the dive team received a warm welcome from the 75 military and civilian members stationed there.

"The cohesiveness and camaraderie of the entire staff up here was exceptional. The tremendous support provided by the staff of CFS Alert played a crucial part in the successful completion of our mission," said Lieutenant(N) Joel Cormier, underwater engineering officer at FDU (A).

Once on the ground, the dive team commenced setting up for ice diving while the DRDC staff operated the ice drill to cut a hole through the 1.5 metre thick ice. The Seabotix Remote Operated Vehicle (ROV) proved to be a valuable asset locating all three pumps and providing data to the engineering staff for future maintenance purposes. Once diving operations commenced, the divers were able to remove and replace pump one without difficulty. Several attempts were made to replace pump two, but it proved to be caught up inside the casing above the waterline.

The overall mission was successfully executed by the dive team. CFS ALERT now has two operational pumps due to the exceptional hard work and co-operation between divers from FDU (A) and the members stationed in Alert.

"Having FDU (A) on the Station has provided us a phenomenal advantage in addressing this challenge," said Major Rick Dunning, CO CFS Alert. "They were immediately respected by the Alert team for their professionalism and capabilities." ◆



A diver from the Fleet Diving Unit (Atlantic) helps repair a water pump at CFS Alert while his colleagues assist.

PER improvements have come to the CAF

THE CANADIAN ARMED FORCES (CAF) PERSONNEL APPRAISAL SYSTEM AND THE WRITING OF PERSONNEL EVALUATION REPORTS (PERS) ARE ABOUT TO GET SIMPLER, THANKS TO CHANGES COMING AS PART OF DEFENCE RENEWAL.

This annual performance measurement process is often viewed as inflexible, difficult, and time-consuming, with unnecessary levels of bureaucracy and a lack of consistency across environments and units. Leaders and their subordinates have recognized that the Canadian Armed Forces Personnel Appraisal System (CFPAS) needs modernizing. These CFPAS improvements will better adapt the system to the individual needs of members at different stages in their careers and promote administrative efficiencies for the leaders and supervisors who produce PERs.

Thanks to an exhaustive consultation and evaluation process, three major improvements are being implemented now for the PER portion of the CFPAS. These changes include:

- PERs are no longer required for those at the lieutenant/sub-lieutenant rank;
- Any member can choose to opt-out of their annual PER, signalling their desire to continue serving at their current rank for the short- or long-term; and
- Two key sections of the PER, section 4 (performance) and section 5 (potential), are now to be prepared as bullet points instead of as narrative paragraphs.

These adjustments are ready for implementation for the 2013/14 PER season. Practical and meaningful feedback to individual members on their performance and potential will continue to be provided, noting that individuals who opt out will still require Personnel Development Reviews.

In addition, as part of the Selection Board Process, the Royal Canadian Navy and the Canadian Army will now convene and conduct boards for promotion to master corporal/master seaman at their respective bases, instead of at the national level:

- The Royal Canadian Navy will assume responsibility for Home Port Division Boards for appointment from leading seaman to master seaman for specific occupations;
- The Canadian Army will assume responsibility of selection boards for appointment to master corporal for specific occupations; and
- The Royal Canadian Air Force will continue to hold national selection boards for all occupations.

The intent is for new board formats to be ready for implementation in the fall of 2014. These changes are an interim measure, as a replacement for the entire CFPAS continues to be developed.

This effort to make the PER process more efficient is part of the larger Defence Renewal effort to change the way we work for the better, to strengthen the vitality of the Defence Team, and to ensure we deliver the best military capabilities for the best value for Canadians.

The Department of National Defence and the Canadian Armed Forces (CAF) have been examining the efficiency and effectiveness of its programs and operations to improve and modernize the way business is conducted. Announced in October 2013, the Defence Team is embarking upon a series of business process renewal initiatives, and the savings and efficiencies from these will be invested back into front-line operations. Modernizing the CAF career management process, including PER processes, is an example of such an initiative.

QUESTIONS AND ANSWERS:

Q. Why are PERs no longer required at the Lt/Slt rank?

A. Currently, promotion boards for the rank of Lt/Slt are not convened given that promotion from this rank to captain/lieutenant(N) is automatic, based on time in rank and achievement of occupational qualifications. Instead, a PER, which is a more appropriate assessment model to provide constructive feedback, will be provided for those not currently on a formal training course. Those on training receive course reports, which similarly provide feedback.

Q. Are there other ranks where PERs will be eliminated?

A. PERs will not be automatically eliminated at other ranks. However, any individual can choose to opt out of the annual PER process.

Q. What does it mean for my career if I opt out of the PER process? Have I opted out forever?

A. Individuals can self-declare annually by a certain date that they do not wish to have a PER, but signal again in a subsequent year if they wish to opt back in and compete for promotion. Examples of personnel that are envisioned to make use of this offer include members close to retirement or release, and those who do not have and will not gain a prerequisite qualification or foundational experience required for promotion.

Q. Can I still be promoted or recognized for honours and awards if I opt out of a PER?

A. For a member who has elected to opt out of the annual PER process, there is no possibility of promotion. However, all individuals are still eligible for any recognition or honour for which they would otherwise be considered.

Q. Will I still be eligible for courses and postings if I opt out?

A. Those opting out are still eligible for courses and postings. However, the member may limit their eligibility for certain sought-after courses or postings that are key components of succession planning for promotion. It will not change the likelihood of a routine posting or deployment.

Q. If I opt-out of the PER will my performance be evaluated in some other way?

A. Individuals who opt out will still receive a Personnel Development Review to provide them with meaningful feedback. Further, the receipt of a PER Exemption will serve to formalize an individual's opt out election.

Q. Could opting out of the PER be imposed upon me by my superior? What kind of checks are in place?

A. A member's commanding officer shall not impose the decision to opt out of receiving a PER upon any member. However, the commanding officer is the approving authority for an opt out request and shall ensure that members with high potential do not opt out too early in their careers and unnecessarily harm their opportunities for advancement. Career managers will also be consulted by commanding officers to ensure that a given rank and occupation group is sufficiently healthy to permit a member to opt out. ♣

On March 5, the network hosted a workshop called Op CATALYST in support of Defence Renewal and Blueprint 2020 initiatives at Defence.

DEFENCE YOUTH NETWORK HOPES TO FIND THE NEXT GREAT IDEA

We all have ideas as to how we can improve the way we work, and the Defence Youth Network is providing you with an event to do something about it. On March 5, the network hosted a workshop called Op CATALYST in support of Defence Renewal and Blueprint 2020 initiatives at Defence.

As part of #Ideation at DYN_DND, Op CATALYST is the second, in the three-part series of events and strives to prepare participants for the final event Op ASPIRE, which will be an exciting Dragon's Den-style finale. #Ideation is about inspiring, developing and harnessing great ideas from the Defence Team in order to improve the way we work.

"This opportunity is about taking the good ideas that I know are out there and trying to link them to strategic leaders," said Vice Chief of the Defence Staff Lieutenant-General Guy Thibault in his opening remarks to participants.

"Ideation is about taking your ideas and putting them into action, which is very important for our Defence Renewal activities," said Lt Gen Thibault, who is also the Champion of the Defence Youth Network. "We're resetting for the future and Defence Renewal is critical in resetting how we're going to move forward with the Defence Team of the future."

CREATING A COLLABORATIVE ENVIRONMENT

The Op CATALYST workshop was designed to create a collaborative environment where Canadian Armed Forces (CAF) members and DND civilian employees can freely challenge the status quo and craft better, more effective and efficient ways for the Defence Team to do business.

The workshop followed five simple steps:

1. Each participant selected a topic that they were interested in working on from a list of ideas that came out of Op IGNITE, the first phase of the #Ideation series. Examples of some ideas include 'Job Swapping' and 'Culture of Innovation.'.
2. Participants were then grouped at tables formed around these topics and were provided with information to clarify the underlying problem and possible solutions put forward so far.
3. Each group then developed a first draft solution and a short 90 second pitch.
4. At regular intervals, the table spokesperson moved to a new table to pitch their proposed solution and receive feedback. The spokesperson then returned to their original table to refine their pitch. This process got repeated twice more with different tables.
5. Finally, the spokesperson presented their best 90 second pitch to the room.

GET INVOLVED TODAY!

It is not too late to get involved with #Ideation! Op ASPIRE, the Dragons' Den-style idea showdown is coming up on May 12. The panel will include Deputy Minister Richard B. Fadden and Chief of the Defence Staff General Tom Lawson. The best ideas will not only be formally evaluated by the Department, but the originator(s) may also have an opportunity to work on the implementation team for that idea.

For more information visit **www.gcpedia.gc.ca/wiki/Ideation** ♣

Champion commemorates Canada's diversity

Vice-Admiral Mark Norman, Commander RCN and Defence Champion for Visible Minorities, talks about International Day for the Elimination of Racial Discrimination (IDERD).

Why is it important for the Defence Team to commemorate the March 21 International Day for Elimination of Racial Discrimination?

The Defence Team is made up of members of Canadian society, from all walks of life. Issues surrounding the eradication of racial discrimination should be important to all Canadians, and we on the Defence Team are no different.

Throughout our history, Canadians have looked outward, taking an interest in issues not only in our own backyards, but across the world. It is one of the reasons why Canadians support our military's ability to deploy globally.

On a more personal note, I believe one of the most important traits of Canadians is our capacity for empathy. While the events that precipitated the first commemoration of March 21 as the International Day for the Elimination of Racial Discrimination happened in South Africa more than 50 years ago, they now symbolize injustice throughout the world. Canadians join with other nations to take stock of where our respective societies are when it comes to dealing with racial prejudice and social justice. We all have a role to play in eradicating racial discrimination from our lives.

IDERD theme this year "Recognizing the Milestones Achieved" – what milestones have you witnessed through your career pertinent to the elimination of racial discrimination?

Today we have more of a focus on community outreach and relationship building in diverse communities, both in our formal recruiting efforts, and in activities such as speaking engagements and town hall discussions.

Thanks to social media, we can now better raise awareness about the inclusiveness of our workplaces, and about the work that has been done for cultural and religious accommodation in the CAF and DND in areas such as dress and food service. We can also have conversations via social media about the needs of our diverse members and the conditions that might allow us to be more successful at recruitment.

As well, we have developed and now deliver formal employment equity and diversity training to our leaders, and have also incorporated diversity content into our regular training courses.

How does DND/CAF ensure progress is made towards eliminating racial discrimination?

An organization such as ours must have official Employment Equity policies on recruitment and retention to ensure we keep moving forward. But these policies are just the starting point – we must be flexible enough to evolve and change, and to go beyond our obligations whenever we can.

VAdm Mark Norman speaks at the IDERD event held at NDHQ.

Consistently in surveys, Canadians view CAF members as one of the most trusted professions in this country, with nine in 10 people having a positive impression of our members. And yet, other research finds that in some visible minority communities, only a very small percentage perceive the military as a top career option.

Our task is to work to address this disconnect. Our mission success, now and in the future, is contingent upon finding the right people for the right job, in the right place, at the right time.

How is the Defence Team strengthened by having a diverse workforce?

Canada's diversity is one of its greatest assets and it can only strengthen the Defence Team. Recruiting individuals – both civilian and military – from all facets of society make us a more dynamic and creative institution, one with fresh ideas and a modern, global perspective. These individuals bring with them experiences and skills that greatly enhance the operational effectiveness of our team.

We must continue to convey by our actions that our organization is an institution where the best will excel – regardless of racial, gender or cultural difference. This merit system is the only defensible measure for recognition and advancement. Those we wish to attract have a right to expect and demand as much, whether they are in uniform or civilian employees.

We implement Employment Equity policies and promote diversity not only because it is the right thing to do from a moral and legal standpoint. We also do it because frankly, it's good business. Without contributions from individuals with a variety of perspectives, personal histories, languages, cultures, etc... – from every corner of Canada – we will cease to represent and reflect the society we aim to serve. We must lead the way. ♣

COMPETENCIES AND NEW DIRECTIVE ON PERFORMANCE MANAGEMENT

With the new Directive on performance management that came into place on April 1, four core competencies were also introduced for all public servants that will allow managers and supervisors to assess not only "what" employees achieve over the year, but "how" employees achieve them.

Within these new core competencies, managers and employees will recognize one departmental competency common to all DND employees – Values and Ethics – which is embedded in the Core Competency 1.

Competencies are often defined as the knowledge, skills, abilities and other personal characteristics that are most instrumental for achieving important job outcomes that contribute to organizational success. The core competencies introduced in the Directive on Performance Management include a set of behavioural indicators intended to help managers and supervisors assess how often and the extent to which employees demonstrate each of these competencies when carrying out their work. They can also help managers and supervisors identify what coaching, training or additional learning employees may need to be successful in their job or career planning.

In addition to these four core competencies which will be part of all employee performance agreements across the public sector, managers will have the option to add functional and technical competencies that are important for specific roles within DND. Managers will use existing DND competency profiles to identify functional competencies that are relevant to an employee's role. Functional competencies apply to specific employee groups, such as client service agents, financial specialists, program analysts or HR professionals, while technical competencies are the specific skills required to perform a particular job (e.g., ability to use office technology or knowledge of specific legislation).

If you have any questions regarding the competencies or the new Directive on Performance Management, you are encouraged to visit the ADM (HR-Civ) intranet site at **http://hrciv-rhciv.mil.ca**. ♣

Employment Equity

Équité en emploi

The NEW Civilian Employment Equity Plan!

There is a new Civilian Employment Equity Plan (CEEP) in place which will help the Department make the most of its diverse workforce and their ideas and talents.

The plan represents the Department's forward agenda for building and supporting a talented defence team that is reflective of Canada's diverse workforce. Ensuring that all employees have a fair and equitable opportunity to develop their abilities, maximize their potential and make the best contribution possible to the workplace.

This plan also aims to ensure that individual differences are valued, embraced and respected and to correct for historical employment disadvantages experienced by members of Employment Equity (EE) designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities, as prescribed within the *Employment Equity Act*.

The CEEP will have a direct impact on the current and future culture of DND as it will identify areas where changes in policies, practices and systems are likely to be most effective in achieving fairness and equity in employment. It will also pinpoint where DND needs to eliminate barriers which may limit or exclude designated group members.

Although this plan pertains only to civilian employees, all members of the Defence Team are expected to play a role in its implementation. Everyone can make a difference in the promotion of a culture of inclusiveness and respect in the Department. Everyone can get involved by attending EE and Diversity courses (available via the Defence Learning Network or the learning centres), by self-identifying and thus ensuring DND has an accurate profile of its workforce, and by joining/supporting Defence Advisory Groups whose membership is open to all. Attending or supporting EE commemorative events is another interesting way to get involved; these events are great opportunities to recognize the challenges some groups in our society still face, reflect on solutions, and highlight great accomplishments and contributions within the Defence Team.

As we progress towards the Defence priority of "Strengthening the Defence Team", now DND has a plan to ensure that we build strength through diversity!

For more info visit : **http://hrciv-rhciv.mil.ca/assets/HRCIV Intranet/docs/en/civilian-employment-equity-plan-2014-2017.pdf**

WELLNESS – WHAT'S IT WORTH TO YOU?

STRENGTHENING THE FORCES CAF HEALTH AND WELLNESS RUNS FROM MAY 1-31

For many of us, wellness is priceless and we spend most of our lives in search of it. Some folks pursue it by doing weights in the gym, others try eating a great diet and others simply go fishing. Regardless of what you do, it is important to realize that wellness is something that impacts on every aspect of your life and the decisions you make every day impact on it. If you aren't happy about your current state of health and wellness, why not take part in this year's "Challenge".

You may be surprised what a BIG difference a few small changes can make in your life.

Strengthening the Forces is once again proud to bring you the **CAF Health and Wellness Challenge**. Join the Challenge and take concrete steps towards increasing your confidence, improving your overall health and being the best you can be.

Health is truly an everyday issue and the small daily choices you make can have a big impact on improving your life. Going for a bike ride on the weekend, getting your yearly flu shot,

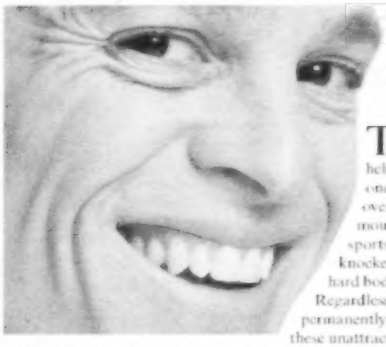
eating more vegetables, spending some time with a friend and wearing something reflective when you exercise in the dark are choices that can have a huge impact on your mental and physical well-being.

Join the Challenge! It's all about staying fit, eating healthy, connecting with friends, living addiction free, and enjoying life.

Register today! Visit your local Strengthening the Forces Health Promotion Office and feel the inspiration, tap into the energy, and get going!

Visit **www.forces.gc.ca/healthchallenge-defisante.** ♣

GUARD YOUR MOUTH – SAVE YOUR SMILE



Today, most athletes wear some form of protective equipment – whether it's a helmet, elbow pads, a jock or a jill. Unfortunately, one of the most effective and most commonly overlooked pieces of protective equipment is the mouth guard. Oral injuries are very common in sports and I (Dr. Darrell Menard) have seen teeth knocked out by baseball bats, tongues lacerated from hard body checks and lips badly cut from a high stick. Regardless of the cause, oral trauma can be painful, permanently disfiguring and very expensive to treat. Given these unattractive consequences, the smartest thing to do is to prevent oral injuries from occurring. Mouth guards won't prevent all oral injuries but, they will reduce the number of these injuries and the severity of the damage.

Mouth guards are recommended for high risk activities, such as unarmed combat, obstacle courses, basketball, football, rugby, soccer and all types of hockey. Mouth guards range in complexity from the over-the-counter boil and bite types all the way to ones that are custom made and pressure-laminated. No matter how much money you pay for your mouth guard it will offer you no protection if it's sitting at the bottom of your gym bag when you get hit in the face playing ball hockey.

What does science tell us about mouth guards?

- Mouth guards reduce the rate of dental injuries, but not injuries to your lips and tongue
- Athletes that wear mouth guards have significantly lower rates of dental injuries
- There is no evidence custom made mouth guards are any more effective than boil-and-bite mouth guards
- There is no evidence that mouth guards reduce the incidence of concussions
- Wearing a mouth guard can be more difficult for people with braces
- Mouth guards don't make it harder to breath while playing sports
- Owning a mouth guard isn't enough – you actually have to wear it

The bottom line is that whether you are playing unit hockey, working towards your blue belt in karate or the top goal scorer on the base/wing soccer team, wearing a mouth guard could be one of the smartest decisions you ever make. If helping you save your teeth doesn't put a smile on your face, perhaps knowing that you can get a mouth guard issued to you through your military dental clinic will. Exercise is medicine! ♣

KEEPING THE DEFENCE TEAM **HEALTHY**

ASK THE EXPERT
Is running dangerous?

Q: Last week our Health Promotion staff gave our unit an injury prevention briefing where they mentioned that running causes more injuries in the CAF than any other activity. Perhaps I've been lucky, but I have run five days a week throughout my 23-year military career and never been injured. I don't want to quit running, but now I am concerned I may end up hurting myself.

Major Fortunate

A: Dear Maj Fortunate: Running is one of the most popular fitness activities in the world. Regular running offers many benefits such as increasing your bone density, reducing the risk of cancer, enhancing muscle strength, weight management, stress reduction and protecting your heart.

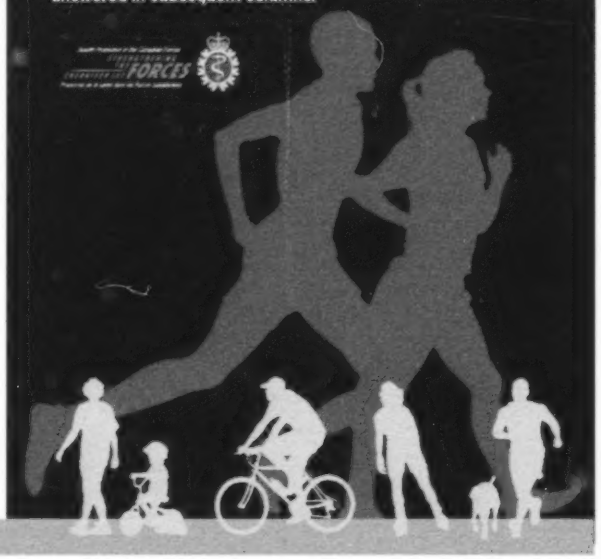
Unfortunately, running is an activity with one of the highest injury rates. Research has shown more CAF members are injured running than doing any other activity. Why is this? Running is a high impact activity that subjects the body to loads of three to four times your body weight with every stride. For an 80 kg person – the body is absorbing impact forces of as much as 320 kg/stride approximately 10,000 times during a 10k run. These impact forces must be absorbed by muscles, tendons, discs and cartilage and these tissues can be injured when they do this more often than they are used to.

Research shows it takes considerable time for the body to make the physical adaptations needed to handle the demands of running. Probably the most common error beginner runners make is to run too far, too fast and too often – not giving their bodies sufficient time to adapt. First time runners would be wise to run no more than 20 to 30 minutes three times a week for several months and after that increase their mileage very gradually.

You have been very fortunate to run injury free for so long and your body is clearly well adapted. As long as you don't radically increase your mileage you should be able to safely enjoy running for many years to come.

Response provided by specialists in the Directorate of Force Health Protection. Answer provided by specialists in the Directorate of Force Health Protection.

Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. *Only selected questions will be answered in subsequent columns.*



THE FOUNDING OF THE PPCLI: ANSWERING THE CALL

Enjoying one of the hottest summers in memory, few Canadians concerned themselves with the political climate in Europe during the summer of 1914. Understanding the severity of the situation in Europe, however, Captain Andrew Hamilton Gault was determined to create an army unit that could be mobilized quickly in an international crisis.

On August 3, Capt Gault presented a proposal to Sam Hughes, the Minister of Militia. With the outbreak of war in Europe, he was prepared to raise a battalion of men with prior military training and offered $100,000 of his own funds to equip them for service overseas. War was declared on August 5 and onAugust 10, 1914 the Charter of the Regiment was signed. Within a matter of days, Capt Gault's inspiration evolved into a solid plan. Princess Patricia, the beautiful daughter of the Duke of Connaught, graciously consented to give her name to the Regiment. The Princess Patricia's Canadian Light Infantry was inaugurated.

The newly formed regiment gathered in tents at the agricultural exhibition grounds at Lansdowne Park in Ottawa and were an instant sensation in the city. Already distinguished by their glamorous new Colonel-in-Chief, Princess Patricia, the PPCLI, as they would soon be known, were to be an elite corps of officers and men who, like their founder, had already seen active service, most in the Boer War.

The original Regimental Colour was designed and hand-embroidered by Princess Patricia herself and presented to the Regiment August 23, 1914 on the occasion of their first parade. The Princess presented them with the banner to carry into battle and announced, "I shall follow the fortunes of you all with the greatest interest. I wish every man good luck and a safe return".

As it was a camp colour, with an almost mystical significance it was carried into action by the Regiment throughout the First World War. The Ric-A-Dam-Doo, as it was affectionately nicknamed, was the only regimental colour ever carried into battle by any British or Colonial unit throughout the war.

On September 28, 1914 the Battalion left Ottawa amidst great flag waving and cheers destined for Europe. This exceptional force of quality recruits, soon to be known as "The Originals", became the first and only Canadian unit to serve in the theatre of operations in 1914. In the first three months on the line, the Regiment was to suffer 238 battle casualties and lost its original commanding officer. The Patricias fought throughout the Great War, winning battle honours at such notorious battles as Frezenberg, Vimy, Mount Sorrel, and Passchendaele, among many others.

The 100th anniversary of the Regiment is being honoured this year with commemorations in Edmonton in August and Ottawa in September. These two events will be linked by a Memorial Baton Relay, where the PPCLI will carry a Baton from Edmonton to Ottawa, visiting sites of regimental significance and connecting with Canadians along the way. In 2015 the PPCLI will return to Frezenberg to commemorate the 'Death of the Originals'. ♣

PHOTO: Library and Archives Canada

Princess Patricia's Canadian Light Infantry 1914, Lansdowne Park, Ottawa. Formed up and ready for war, these Patricias along with their regimental pipe band would distinguish themselves on the Western Front bestowing a legacy of honour which resounds in the annals of military history.

CANADA'S VICTORIA CROSS SERIES:
Remember, commemorate, honour the legacy

For gallantry in war, Canadians take second place to no one. In this series on Canada's Victoria Cross winners, we are showcasing the incredible feats of Captain Thain MacDowell and Lance-Sergeant Ellis Sifton. Both men fought during the storming of Vimy Ridge, one of Canada's most celebrated victories. This series intends to highlight the individual efforts of our bravest and best which inspires the service of today's army, navy and air force personnel.

Capt MacDowell was born on September 16, 1890 in Lachute, Quebec. The son of a Methodist minister, Capt MacDowell graduated from the University of Toronto and enlisted with the 41st Regiment (Brockville Rifles) in 1914. He later transferred and served overseas with the 38th Battalion, receiving the Distinguished Service Order for his actions at the Somme in 1916. He subdued three machine-guns and captured 53 German prisoners.

Capt MacDowell was awarded the Victoria Cross for his conduct on April 9, 1917, the day that the Canadian Corps attacked and captured Vimy Ridge in France. On that day, as the Canadians advanced, Capt MacDowell and two runners became separated from the rest of their unit. Deciding Deciding to continue anyway, he put two German machine-guns out of action using hand grenades, and then with his two runners entered a large dugout deep beneath the battle field and proceeded along a tunnel descending a set of 52 stairs into what they must have perceived as an abyss. As they turned a corner, Capt MacDowell and his two men suddenly found themselves face to face with a large unit of the Prussian Guards. Quick thinking on his feet altered the psychological plain as Capt MacDowell glanced behind him yelling orders into the dark giving the impression that he had a superior force waiting to attack. The Prussians dropped their weapons surrendering their position and Capt MacDowell and his team were able to disarm and capture two officers and 75 men. His action enabled his battalion to capture its objective, Hill 145.

Though Capt MacDowell suffered from a hand wound earlier that morning, he remained at the front for another five days before reinforcements arrived. He was invalided to England and didn't see front-line action for the rest of the war.

Capt MacDowell died in the Bahamas, at Nassau, on March 29, 1960.

CITATION

"For most conspicuous bravery and indomitable resolution in face of heavy machine-gun and shell fire.

By his initiative and courage this officer, with the assistance of two runners, was enabled in the face of great difficulties, to capture two machine-guns, besides two officers and 75 men.

Although wounded in the hand, he continued for five days to hold the position gained, in spite of heavy shell fire, until eventually relieved by his battalion.

By his bravery and prompt action he undoubtedly succeeded in rounding up a very strong enemy machine post."

Source: *London Gazette*, June 8, 1917

PHOTO: Library and Archives Canada

Capt Thain MacDowell

Two comrades visit L/sgt Ellis Wellwood Sifton's grave in February, 1918.

Ellis Wellwood Sifton was born in Wallacetown, Ontario, October 12, 1891. He enlisted in October 1914 with the St. Thomas Regiment and went overseas with the 18th Battalion.

After a period of front line duty in France, he became a battalion driver. Although he had several close runs with enemy shelling, he wanted to return to combat duty. Sometime before the battle of Vimy Ridge he requested a transfer back to the infantry saying that he would "take a chance with the boys in the front line" and that he didn't "want to be thought of as a cream puff."

On the day of his Victoria Cross action (April 9, 1917) with the 18th Battalion, Lance-Sergeant Sifton's company was suffering severely at the hands of a hidden enemy machine-gun nest. L/sgt Sifton dashed through a gap in the enemy's first line of defence, ran across open ground and charged a machine-gun emplacement with hand grenades, lobbing the explosive devices as he raced towards them. He breached a hole in their barbed wire and attacked the gunners with his bayonet killing all of them. Having cleared the nest, and with his comrades following behind, L/sgt Sifton subsequently helped hold off a counter-attack with his bayonet and rifle butt. Just as he was about to be relieved, however, L/sgt Sifton was fatally shot by a wounded German. By this individual act of valour, L/sgt Sifton saved countless Canadian lives and permitted his unit's advance up the ridge.

L/sgt Sifton is buried in Lichfield Crater Cemetery in France and his name is inscribed on the Menin Gate in Ypres, Belgium. An historical plaque is erected to his memory in St. Peter's Cemetery at Tyrconnel, Ontario, southwest of his hometown.

CITATION

"For most conspicuous bravery and devotion to duty.

During the attack in enemy trenches L/sgt Sifton's company was held up by machine-gun fire which inflicted many casualties. Having located the gun he charged it single-handed, killing all the crew.

A small enemy party advanced down the trench, but he succeeded in keeping these off till our men had gained the position.

He was killed just as he returned with the second man. In carrying out this gallant act he was killed, but his conspicuous valour undoubtedly saved many lives and contributed largely to the success of the operation."

Source: *London Gazette*, June 8, 1917 ♣

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

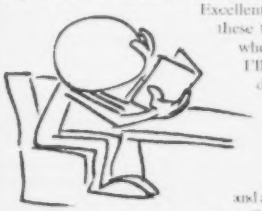
Defence Ethics Programme

A Helping Hand

Cora is my wife and I am so proud of her, but I also worry about her because I am afraid she is over-extending herself. I know she is exhausted most of the time, what with a very demanding full-time job here at DND, our three-year-old Aiden and, on top of all this, part-time French language training for the past six months!

I know how challenging learning French is, and training in general, as I've done so much of it as a military member. I help out as much as I can by picking up more of the household chores and speaking French to Cora while we drive into work every morning. My poor girl has been looking strained and tired lately. Fortunately, there are only a couple more weeks left before her big test. Her instructor is confident that she may even get the coveted "C." That's my girl!

Tonight, while I cooked supper and kept Aiden entertained, she was working away on her take-home test, due tomorrow. Now, as I sip my tea and she puts Aiden to bed, I am reading over her answers.



Excellent, excellent – oops, except these two. That must have been when Aiden cried out for her. I'll just correct it now. We're driving in separately tomorrow, so I won't have an opportunity to talk to her about it before she hands it in. This mistake was clearly an oversight, and a perfect score will put a smile on my Cora's face!

Points to Ponder:

- Do you think that Cora's husband should be reading through her test? What if, in fact, Cora's answer was correct and his correction wrong?
- In correcting her test, does he show a lack of integrity?
- If Cora did indeed make a mistake, do her husband's actions help her to learn?
- How do you feel about the husband wanting Cora to have a perfect score on her test? Is this enough to justify his actions?

DEP COMMENTARY

CAF members and DND civilian employees alike are equally guided by the DND and CAF Code of Values and Ethics. Its First Principle is: Respect the dignity of all persons and the Value of Integrity. These are certainly being challenged by her husband's actions. Stringent rules on academic testing and examinations do exist. Cora's husband's meddling is outside of these standards, and his actions include elements of deception and dishonesty. Despite the fact that Cora's husband's motives were well-intentioned, the result would still be considered cheating, and could result in disciplinary action. Further, his corrections show a lack of respect for his wife, as well as the DND/CAF. His actions are not only ethically "off-side"; they are of no real help to Cora as she struggles to improve her second language."

Reader feedback is welcome at: **Ethics-Ethique@CRS DEP@Ottawa-Hull.**

INITIATIVE TO HELP OPTIMIZE FLEET PERFORMANCE AND SAVE MONEY

The Maintenance Program Design Initiative is one of four Defence Renewal initiatives under the Maintenance and Materiel renewal portfolio being spearheaded by Assistant Deputy Minister (Materiel). Also referred to as the Sustainment Initiative, the goal is to implement sustainment best practices and decision methodology across all Materiel Acquisition and Support organizations to optimize fleet performance and value for money.

"Sustainment" refers to all the activities required to support a fleet from cradle-to-grave. Equipment sustainment (also referred to as in-service support) uses a large portion of DND's budget.

Efficiencies achieved in this area, while keeping operational obligations and commitments, can result in significant savings that can be directly reinvested, which is the ultimate goal of Defence Renewal.

"The Sustainment Initiative is an opportunity to reduce sustainment costs and to improve performance in order to maximize value for money and to maintain Canadian Armed Forces operational readiness," said André Fillion, director general of the Aerospace Equipment Program Management and initiative lead.

In recent years defence departments around the world have moved towards fleet-level support contracting approaches that emphasize longer-term contracts. The Sustainment Initiative will guide a further evolution of the In-Service Support Contracting Framework and Optimized Weapon System Management. Using the many success stories and lessons learned, the initiative will work toward an approach to fleet sustainment based on today's best practices and tailored to each system or fleet. For each system or fleet renewing or needing new sustainment contracts, the concept of support will be reviewed, a range of options will be considered, a recommendation will be made, a decision taken and a tailored sustainment solution will be implemented.

"This new approach of building a business case for a tailored sustainment demands flexible thinking to arrive at optimal solutions," said Alain Bolduc, the initiative manager. "It also necessitates introducing a process in which sustainment requirements are analyzed well in advance with stakeholders: the Canadian Armed Forces, the technical authority, Public Works and Government Services Canada, Industry Canada, and industry itself."

> *"This new approach of building a business case for a tailored sustainment demands flexible thinking to arrive at optimal solutions."*
>
> *— Alain Bolduc, the initiative manager*

The initiative team is working closely with Public Works and Government Services Canada and Industry Canada colleagues, guided by a director general-level steering committee.

All members of the Defence Team are encouraged to join the Sustainment Initiative discussion and have several options to provide input and innovative ideas to help move the initiative forward:

- By using the new knowledge-sharing platform called Defence Connex. Instructions on how to participate can be found under "Defence Connex" on the Defence Team intranet at dt-ed.mil.ca; or
- By emailing "Internal Communications internes@ADM (PA)@Ottawa-Hull. Make sure to add the words "Sustainment Initiative" in the Subject line. ♣

Cpl Nathan Kachur works underneath a super heavy logistics vehicle wheel.

DND and SickKids working together

SickKids and DND are two organizations you would not normally put together. But in hopes of better understanding the growing issue of post-traumatic stress disorder (PTSD) and mild traumatic brain injury (mTBI) among soldiers, SickKids and DND have joined forces.

Researchers from Defence Research and Development Canada (DRDC), Canadian Forces Health Services (CFHS), and The Hospital for Sick Children (SickKids) have been working together toward an advancement in how PTSD and mTBI could be diagnosed.

According to a study by CFHS, about five percent of Canadian Armed Forces (CAF) personnel who served in Afghanistan were diagnosed with mTBI. About eight percent return with PTSD, a figure which rises to about 20 percent in those who worked "outside the wire," or outside the confines of a military base.

"These statistics as well as other factors have made mental health in general and these conditions in particular a key priority for the Surgeon General and Canadian Forces Health Services," said Colonel Rakesh Jetly, MD, Senior Psychiatrist of the CAF.

Traditionally, doctors have relied on self-reported emotional and psychological symptoms from patients to diagnose these invisible illnesses. These symptoms can vary widely from person to person and are often quite subjective. Doctors know the symptoms of PTSD and mTBI show considerable overlap. Particularly in a military setting, both are often present, making it difficult to distinguish between the two.

Doctors have been looking for a more objective way to diagnose these illnesses. Through this collaboration by DRDC, CFHS and SickKids, scientists are now studying the use of magnetoencephalography (MEG) to do just that.

MEG is an advanced biomedical technology that measures magnetic signals generated by neural transmissions in the brain. It is the only non-invasive neuroimaging technique that shows when and where processing activity occurs in the brain. Conventional neuroimaging like CT and MRI scans are not able to detect real-time brain activity. Through use of the MEG at SickKids, scientists have learned that while outward symptoms can be very similar, brain functioning is very different for PTSD and mTBI. For the first time, MEG results have shown clear differences between patients with PTSD or mTBI and those without either illness. Having the means to make an objective diagnosis means that doctors may be better equipped to quickly treat and manage the patient's specific illness.

Doctors hope that MEG will also be able to determine when treatment is complete and the patient may return to work and other normal activities, like participating in sports. "The ultimate goal of providing objective diagnostic testing for PTSD and mTBI is to not only better understand the conditions and make fast, accurate diagnoses, but also to be able to test the individual to determine if he or she has gotten better and can safely return to work," says Dr. Margot Taylor, co-investigator of the research with Dr. Elizabeth Pang.

The results of the MEG pilot study have caught the attention of research counterparts at the US Department of Veterans Affairs, who wish to partner with DRDC for a more definitive human trial.

DRDC has a long history of delivering research to the CAF by partnering with our allies, academia and the private sector. Support through collaboration is helping us deal with problems afflicting members of the CAF. This pilot project is a prime example of how working together can help deliver impact.

"It is our collective effort that will lead to advances in diagnostic assessment and treatment. This research has been driven by military needs and the health and medical issues that come out of warfare. But these developments are applicable universally, across the country and across society to a number of civilian populations. The Canadian Armed Forces and Canadian citizens in general will benefit from this work," said Brigadier-General J-R Bernier, CAF Surgeon General.

While this research aims to benefit military personnel, it is hoped the technology can be widely used in the next four to five years to assist civilian mental health patients as well. It is definitely worth the effort for the health of Canadians across the country. ◆

Scientists are studying the use of magnetoencephalography (MEG) as an objective way to diagnose PTSD and mTBI.

STRATEGY FOR INFRASTRUCTURE, EQUIPMENT AND SUPPORTIVE SYSTEMS

Intellectually agile, robust, resilient and capable: qualities which define the modern Canadian soldier.

The strategy for the long-term security of the Canadian Army is centred on a "networked soldier" who is prepared to adapt to the complex and rapidly-changing security environment.

"We're soldier-centric and we are focused on the soldier, the team, the system and the leadership," explained Chief of Staff Land Strategy (COS Land Strat) Brigadier-General Christopher Thurrott.

"The overall goal is a networked, modern soldier who is well-led, well-trained and well-equipped."

-BGen Christopher Thurrott

"My job is to manage, to conceive, to build aspects or processes of the future Army."

COS Land Strat's planning requires that systems be in place to enable networked soldiers to strike decisively at the right time and place with precision.

"Soldiers are part of a team and a skilled force on the ground that is completely networked – using satellites, linking visual cues on the battlefield itself while being able to synthesize intelligence collected at various levels."

INTELLIGENCE MODERNIZATION

"I think that it is reasonable to say that the next steps in the force development of our intelligence capability will significantly, maybe even radically, alter the intelligence construct inside the Canadian Armed Forces," said BGen Thurrott.

COS Land Strat is working closely with the Commander of the Intelligence Group, Major-General Christian Rousseau, in putting together a construct for intelligence that merges all of the capabilities of the Army with the other services.

"We have created All Source Intelligence Centres designed on our experience in Afghanistan. The nature of operations there very much challenged our intelligence community in how they collected information, how they synthesized it, analyzed it and how they communicated it," said BGen Thurrott.

SIMULATION

COS Land Strat is planning to shift towards training more in simulated environments, which provides opportunities for diverse forms of skill-building.

"We are offering a greater opportunity for soldiers to be in a simulated environment to enhance their skills – to expose them to new pieces of equipment coming in and to reduce the requirement to travel to training venues. It gives them greater accessibility right in their home garrisons," said BGen Thurrott.

"We have scenarios that play out as operations – whether they are direct force-on-force combat, tank-on-tank or soldier-on-soldier. The ability to refine their tactical and leadership skills is greatly enhanced by the synthetic environment."

BGen Thurrott is confident that simulation will help increase the Army's overall capabilities.

EQUIPMENT AND INFRASTRUCTURE FOR THE FUTURE

Upgrading and modernizing equipment are also key to increasing the Army's readiness for future operations. The Light Armoured Vehicle (LAV) III upgrade is a remarkably successful project that will benefit the Army for years to come.

On the infrastructure side, the Canadian Army's projects are intended to meet key objectives including fostering emerging capabilities through simulation training centres, ensuring force generation support to deployable units, and sustaining Army personnel through upgrading existing base facilities.

"As infrastructure ages it needs to be rejuvenated, demolished or divested. We have to work collectively to ensure new facilities are correctly located and that they can accommodate future requirements," said BGen Thurrott.

The Army plans to develop and build a new training facility in Gagetown, N.B. in order to maintain critical capabilities in explosive ordnance disposal and expeditionary route opening capability. The facility will house critical equipment and provide realistic training venues.

A SUSTAINABLE ARMY

As with all current strategic planning in Army, there is a mindfulness of sustainability.

"The overall goal is a networked, modern soldier who is well-led, well-trained and well-equipped," said BGen Thurrott. ◆

Blueprint 2020:
Thank you for your input!

Following consultations with the Defence Team, we have a great selection of ideas as to how we can improve the way we work and have narrowed our focus to the following five priority areas:

FIVE AREAS OF PRIORITY – THE WAY FORWARD

1. TECHNOLOGY

- Need for modern, mobile technology to support service delivery, collaboration, and department-wide protocols to facilitate the sharing and integration of information across the Defence Team;
- Improve overall stewardship and maturity of knowledge across the Defence Team
- Improve Defence/GoC communications through enhanced use of social media.

2. PEOPLE MANAGEMENT

- Employ a more meaningful talent management system to ensure the right people are in the right jobs;
- Modernize training and development programs and leverage technology to improve learning opportunities and ensure they are easily accessible;
- Establish common HR business practices across government.

3. PROCESSES AND EMPOWERMENT

- Increase delegations of authority at appropriate levels to enable and facilitate decision making;
- Redesign top-level governance structure and processes to enable more effective and efficient decision making;
- Streamline approval processes, and increase accountability at the senior level to leverage effective change management practices.

4. INNOVATIVE PRACTICES AND NETWORKING

- Establish an accessible idea generation program that identifies leverages and celebrates front-line ingenuity;
- Establish mechanisms for sharing information across the Defence Team and provide ongoing coaching to managers and leaders with a view to drive two-way communication and problem solving.

5. FUNDAMENTALS OF PUBLIC SERVICE

- Clearly and effectively communicate Public Service achievements to Canadians to broaden their knowledge of what is done in the Public Service, as well as attract and retain a strong and capable workforce.

ONLINE ENGAGEMENT

Defence Connex launched in September 2013, and quickly became the fourth most popular group on the Government of Canada-wide GCconnex platform.

YOUR IDEAS

Your feedback has been used to prepare the DND report, which was recently submitted to the Clerk of the Privy Council.

WHAT'S NEXT?

This information will be used to produce the government-wide strategy for the way forward, which is scheduled to be released in spring 2014.

For more information on Blueprint 2020 or what we heard from you, visit **dt-ed.mil.ca.**

L'Objectif 2020
merci de votre participation!

Grâce à des consultations avec les membres de l'Équipe de la Défense, nous disposons de nombreuses bonnes idées quant à la manière dont nous pourrions améliorer notre façon de travailler. Ainsi, nous nous concentrerons sur les cinq aspects suivants :

LES CINQ DOMAINES IMPORTANTS POUR L'AVENIR

1. LA TECHNOLOGIE

- Acquérir une technologie sans fil moderne pour soutenir la prestation de services, la collaboration et les protocoles ministériels et faciliter la communication et l'intégration des renseignements au sein de l'Équipe de la Défense.
- Améliorer la gérance globale et approfondir les connaissances de l'Équipe de la Défense.
- Améliorer les communications à la Défense nationale et dans l'ensemble du gouvernement grâce à une utilisation accrue des médias sociaux.

2. LA GESTION DES RESSOURCES HUMAINES

- Utiliser un système de gestion des compétences plus approprié afin de faire en sorte que les bonnes personnes occupent les bons emplois.
- Moderniser les programmes de formation et de perfectionnement et tirer profit des technologies afin d'accroître les possibilités d'apprentissage et de permettre à un plus grand nombre de gens d'en profiter.
- Uniformiser les pratiques de travail de RH dans l'ensemble du gouvernement.

3. LES PROCESSUS ET LA LATITUDE

- Accroître la délégation de pouvoir aux niveaux appropriés en vue de faciliter la prise de décisions.
- Revoir la structure et les processus de gouvernance de haut niveau afin de rendre la prise de décisions plus efficace.
- Simplifier les processus d'approbation et accroître la reddition de comptes chez les cadres afin qu'on puisse tirer profit de pratiques de gestion du changement efficaces.

4. LES PRATIQUES NOVATRICES ET LE RÉSEAUTAGE

- Établir un programme accessible de formulation d'idées qui permet de déterminer, de mettre à profit et de souligner l'ingéniosité du personnel.
- Établir des processus de communication des renseignements pour l'ensemble de l'Équipe de la Défense et fournir un encadrement continu aux gestionnaires et aux dirigeants en mettant l'accent sur la communication et la résolution de problèmes.

5. LES PRINCIPES FONDAMENTAUX DE LA FONCTION PUBLIQUE

- Communiquer de manière claire et efficace les réalisations de la fonction publique aux Canadiens afin qu'ils soient plus au courant de ses activités et que celle-ci soit en mesure d'attirer et de maintenir en poste un effectif efficace et compétent.

LA MOBILISATION EN LIGNE

Connex Défense a vu le jour en septembre 2013. Il est rapidement devenu le quatrième groupe en popularité dans le site pangouvernemental GCconnex.

VOS IDÉES

Vos commentaires ont servi à préparer le rapport que le MDN a récemment présenté au greffier du Conseil privé.

LES PROCHAINES ÉTAPES?

Les renseignements recueillis serviront à établir une stratégie d'avenir pour l'ensemble du gouvernement, dont la publication devrait avoir lieu au printemps 2014.

Pour obtenir plus de renseignements sur l'Objectif 2020 ou sur les commentaires recueillis, visitez le **ed-dt.mil.ca.**